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Excerpt from ADD/A (L. K. White) Diary Notes of 19 December 1952

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25X1A6A

25X1A1A

Mr. [REDACTED] was over to discuss renovation of the [REDACTED] Building for TSS; it will cost us [REDACTED]. While it appears to be the thing to do, I want to examine the proposed alterations in order to make sure that they are not too lavish.

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Excerpt from ADD/A (L. K. White) Diary Notes of 15 December 1952

Talked to Jim Harrison, Joint Committee on Printing. Told him that our estimate of the NIS volume for 1953 was 25 percent greater than it had been during 1952. I am advising [REDACTED] of this with the hope that it will assist him with his production planning. Also told Harrison that over-all time for courier service is now three days and everybody seemed happy about it. With reference to engraving equipment, I told him that while we regretted very much that there had been a misunderstanding as to whether this equipment would be installed and we spent a few thousand dollars putting it in, we hesitate spending more money merely to take it out and store it in a warehouse--consequently, we allowed it to remain idle. I assured him that if our future needs indicate that we should use it, I would ask for his advice and consultation which seemed to satisfy him. Also told him that if he knew of any place we could dispose of it without undue cost to the tax payers, we would be very glad to do so. I advised him of my conference with the Political and Psychological Warfare Staff and of their firm belief that we must have linotype and letterpress equipment. I told him we were keeping statistics on this and I would be glad to talk to him about it further when we accumulate some meaningful figures. He still has his tongue in his cheek on this one but was agreeable to this procedure. In any case, he feels that we are out of balance in that one linotype machine should be able to keep two presses going. We also discussed the need for a good professional printer in our plant. I told him that since our plant was primarily a reproduction plant and since it was agreed that we had a good man, I saw no necessity whatsoever for considering any change in our present management. However, if he had a good printer whom he could recommend to us, either for use temporarily or permanently, I would be very glad to consider placing him in our [REDACTED] plant. Our discussion ended with the understanding we would talk further after the end of the year.

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Excerpt from ADD/A (L. K. White) Diary Notes of 3 December 1952

Mr. Harrison, Joint Committee on Printing, called and asked for you. Told him that you were on leave for a few days and asked if I could take a message. He said that he knew what he was about to tell me wasn't a function of this Office but felt that we would know where in the Agency it should be handled.

Stated that the Government Printing Office is going to press next week on the issuance of a "Pocket Pictorial Directory of the 53rd Congress" and that for the first time such a pamphlet is being offered to Government agencies and departments; heretofore it has been restricted to the House, Senate, Executive Office, etc. He thought that CIA might be interested in having copies and added that he felt it should be disseminated on a very limited basis. Said that we should contact GPO direct.

25X1A9a

I called [REDACTED] in Mr. Pforzheimer's office and gave her the information, emphasizing that we should get our order in as soon as possible. (I learned from [REDACTED] Dr. Andrews' secretary in OCD, that Mr. Pforzheimer even handles ordering of publications when our lawmakers are involved!)

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Excerpt from ADD/A (L. K. White) Diary Notes of 25 November 1952

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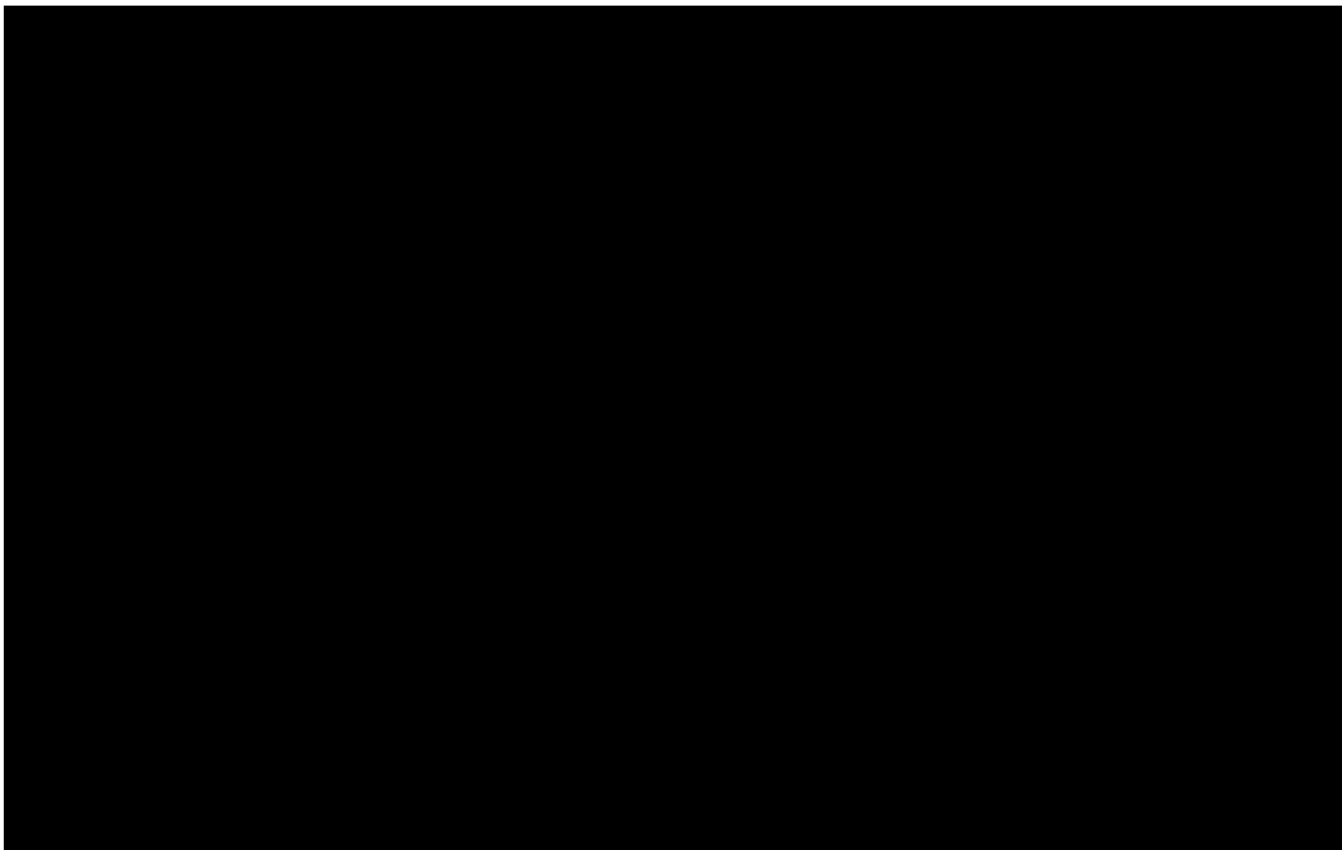
Mr. [REDACTED] reported on his visit to the [REDACTED] yesterday with [REDACTED] wants this Building but now says that TSS needs it more for an office type building than for an industrial type building. The [REDACTED] is not particularly well suited for office space. Mr. [REDACTED] is, therefore, investigating with PBS to determine whether there might be any other space available which is more suitable for offices and, in addition, is asking PBS for an estimate of the cost of modifying the Building in accordance with [REDACTED] wishes.

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Excerpt from ADD/A (L. K. White) Diary Notes of 25 November 1952



on variotype and off-set equipment, or some other cheaper method. It was understood that this period might be a little shorter or a little longer but that in any case we would get down to statistics as fast as possible.

25X1A9a [redacted] has advised me that he expects the NIS Program to expand in volume somewhere between twenty-five to fifty per cent over its present volume within the next few months. In view of the foregoing I think that we must tell the Joint Committee on Printing (Harrison) of the action we have taken and that we will consider the possibility of reducing or eliminating Linotype and letter press equipment after we have had the time to study the actual statistics. If [redacted] and his people are anywhere near accurate we do need this equipment and should keep it, regardless of Mr. Harrison's views.

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Excerpt from ADD/A (L. K. White) Diary Notes of 29 October 1952

Spent most of the day with Mr. Harrison of the Joint Committee on 25X1A9a
Printing. We visited the NIS Program [redacted] the GPO repro-
duction plant in [redacted] 25X1A6a In sum-
mary, the NIS people feel that the GPO plant has never been short of
work. I ascertained that it is taking some 75 to 80 days to finish an NIS
Section after it goes to reproduction the very first time. Some 15 working
days, or three weeks, are taken up in transit, several trips to and from
the NIS plant being made for each Section. Approximately 10 days are
taken up at the NIS plant for proofreading, checking, etc. This leaves
about 50 days that a Section is actually in the GPO plant. On this basis
it seems difficult to understand why the GPO plant is short of work. Their
figures differ somewhat and they say that in any case this is not enough
of a backlog to keep them busy. They would like a realistic estimate of
what they can expect from us. At [redacted] 25X1A6a Mr. Harrison seemed
satisfied with everything except our Linotype, letter press, and engraving
equipment. The engraving equipment is old OSS equipment which is set
up but is not being used. He thinks that we do not need the Linotype and
letter press on the basis that for most of our work we could use variotype
and offset printing and that in those rare cases where Linotype and letter
press are necessary because of the desired quality of the end product we
could have the work done by the GPO plant. [redacted] and his associates
did not convince me that Mr. Harrison was wrong on this score. 25X1A9a

The following action, which I will pursue, seems to be in order:

- a. Cut down in-transit time, which I have already done.
(I am assured that total in-transit time will not exceed
three days in the future.)
- b. Get realistic estimate from NIS plant.
- c. Pursue problem further on Linotype and letter press
and see if we really need this equipment or if it is a
luxury.

I think that I was able to explain everything to Mr. Harrison except
possibly one point on which I took a firm stand, i. e., that we would not be
willing to have reproduction of Political and Psychological Warfare material
done in any place not under complete CIA control.

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Excerpt from ADD/A (L. K. White) Diary Notes of 24 October 1952

25X1A9a

25X1A9a

Talked to Messrs. [REDACTED] about our new Regulation 9.4 (the one which would do away with the old CCC and substitute the new system for it). Mr. [REDACTED] takes the position that he thinks the Regulation is substantially all right but in its implementation he wants DD/A, not DD/P, to be responsible for preparation of all administrative plans. This is contrary to the concept which we have previously discussed.

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Excerpt from ADD/A (L. K. White) Diary Notes of 23 October 1952 25X1A9a

25X1A9a Met with Mr. [REDACTED]
25X1X4 [REDACTED] to have an understanding as to reproduction responsibilities for
25X1A6a Political and Psychological Warfare material. It was agreed that all
25X1A6a [REDACTED] would be reproduced by TSS and that other material
would be reproduced in our shop at [REDACTED] it was also understood
that [REDACTED] might have to assist TSS on occasion, in which instances,
insofar as is possible, TSS would supply the means. At this meeting
the TSS representatives emphasized that they had more requests for
engraving than they could possibly take care of and that, if there were
other engraving requirements in the Agency, they would have to be done
25X1A6a at our [REDACTED] plant. This is contrary to the previous impression
of Mr. Harrison of the Joint Committee on Printing.

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Excerpt from ADD/A (L. K. White) Diary Notes of 16-17 October 1952

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Consulted with [REDACTED] regarding the area of disagreement between DD/P and I&S regarding implementation of the Coyne report. Dick feels that the principles involved here are so important that the matter should be presented to the Director for his decision; his office is actively engaged in the preparation of a study to get the facts together.

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Excerpt from ADD/A (L. K. White) Diary Notes of 1 October 1952

25X1A9a

Shef Edwards and I met with [REDACTED] to discuss the Pat Coyne report. There is only one small area of disagreement between Shef, on the one hand, and Dick and Eric on the other. That is, insofar as foreign agents (personnel who have never been to the United States and probably never will come, etc.) are concerned they believe that I&S should advise as to the propriety of using such personnel but that the decisions should rest with the operators. They are willing to furnish full information. However, at this point I am inclined to agree with Messrs. [REDACTED] and think that Shef will come around to this point of view within a few days. I will follow up on this.

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Excerpt from ADD/A (L. K. White) Diary Notes of 8 September 1952

Attended DD/A Staff Meeting at which the principal point discussed was the working relationship of the central administrative offices with DD/P principal staffs and area divisions. It was agreed that each central administrative office would designate one or more points of contact for routine matters and a single point of contact for highly sensitive matters. Mr. [REDACTED] agreed to provide similar points of contact in the area divisions and principal DD/P staffs.

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Excerpt from ADD/A (L. K. White) Diary Notes of 13 August 1952

25X1A9a

25X1A9a Conferred with [REDACTED] regarding the Career Service Program. Told Mr. [REDACTED] that it was my personal opinion that the central administrative office Career Service Boards should handle all of their personnel wherever they might be located or assigned within the Agency. This principle has been agreed to by Messrs. 25X1A9a [REDACTED] and Wisner. Also told him that in my opinion the Career Service Boards under DD/P should have representatives from the Area Divisions serving on them to insure that an area division chief or a senior representative was not completely divested of his managerial control of personnel. Also told him that it was my personal opinion that administrative and clerical personnel of grade GS-5 and below should be available for assignment anywhere in the Agency and not limited to one particular office. He indicated that he agreed with these views and would 25X1A9a talk to [REDACTED] about them tomorrow.

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Excerpt from ADD/A (L. K. White) Diary Notes of 5 August 1952

Had further conferences with [REDACTED] 25X1C4c
problem. Met several members of the board on Monday, 4 August,
when they had lunch with the Director. At this same time the informal
memorandum of understanding was initialed by [REDACTED] for the 25X1C4c
Committee and Mr. Dulles for CIA. This will require further develop-
ment of procedures to insure effective implementation. There are two
significant points to remember--

(1) [REDACTED] is authorized to deal with the DD/A direct on 25X1C4c
administrative matters (this is written in the memorandum of
understanding).

(2) [REDACTED] may deal direct with Security. It is Security's 25X1C4c
responsibility to bring to the attention of the International
Organizations Division [REDACTED] any administrative or other
non-security information developed concerning anyone connected 25X1C4c
with [REDACTED]. It is then IO's responsibility to obtain a policy
decision as to whether or not such an individual can be employed.

25X1A9a
25X1C4c [REDACTED] seemed entirely satisfied with the way this all came out.
Their project is coming up on Friday, 8 August, and it probably will be
approved substantially as requested.

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Excerpt from ADD/A (L. K. White) Diary Notes of 18 July 1952

25X1C4c

[REDACTED] called with reference to our proposed memorandum of understanding. I told him that we would try to have a draft ready by the time he comes down late next week. Unfortunately, I found that [REDACTED] had not started the draft yet and is on leave until about 1 August. I instructed [REDACTED] to get going on this without delay.

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Excerpt from ADD/A (L. K. White) Diary Notes of 2-12 July 1952

I have had numerous and long conferences with the Director, Mr. Wisner, Mr. Kirkpatrick, [REDACTED] and others regarding the reorganization of the DD/P area--clandestine services. In the beginning, I was somewhat unhappy that this proposal had been presented to the Director without any consultation with this Office and at being summoned to a large meeting with the Director to discuss this problem without having had the benefit of reading the paper prior thereto. However, as a result of these discussions the Director insisted that the DD/A's Office be thoroughly cut in. He emphasized that he recognized only two command channels, i. e., himself and the Senior Representatives overseas, and that all other members of his staff, including DD/P, were extensions of himself who exercised staff direction (not command) of field activities on behalf of and in the name of the Director. After varied and long discussions this paper has finally been resolved and I believe that the Director will sign it on Monday, 14 July. 25X1A9a

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Excerpt from ADD/A (L. K. White) Diary Notes of 2-12 July 1952

In discussing the new TSS T/O (occasioned by the [REDACTED] Program), the question of supergrades came up. Mr. Wisner, in my presence, raised this matter with General Smith since [REDACTED] insisted on a grade GS-18. The Director has authorized me to approve of this grade, provided I can clear it with the Bureau of the Budget. In addition to this, there are four grade 16's in this new setup. General Smith has directed that I establish a ceiling on supergrades beyond which we will not go. In view of this I am going to dust off our staff study on this subject and submit it to him. 25X1A9a 25X1A9a

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Excerpt from ADD/A (L. K. White) Diary Notes of 1 July 1952

25X1A9a Mr. [REDACTED] and I met with Mr. Wisner regarding the administrative setup in the DD/P area. Mr. Wisner agreed with me in principle that we should develop administrative specialists and that the central administrative offices, for example, the Comptroller, should control a career group of officers. He further stated that he thought he would accept without 25X1A9a very much hesitation any recommendations which Mr. [REDACTED] and I made jointly concerning the elimination of functions in the DD/P area because of duplication. It is more than obvious that he is strongly opposed to DD/A being redesignated the Deputy Director for Administration and 25X1A9a Logistics as I proposed in my memorandum to the Director. Mr. [REDACTED] emphasized to Mr. Wisner the necessity of giving authoritative direction to AD/SO and AD/PC to the effect that he, Wisner, approved of this principle of career specialist management. Mr. Wisner then asked us to put these principles in writing and let him take a look at them, which we will do.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 30 June 1952

25X1C4c

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4. I conferred with [REDACTED] regarding the [REDACTED] budget and asked him to act for me in insuring that:

25X1A9a

- a. [REDACTED] took the necessary action to obtain policy decisions as to what the [REDACTED] program should be, including scope and magnitude; 25X1C4c
- b. With this information there was developed with the [REDACTED] in consultation with the Comptroller, sufficient budgetary information for us to determine whether the [REDACTED] budget was realistic; 25X1C4c
- c. A proposed Memorandum of Understanding was drafted which would incorporate the principles we have orally agreed upon concerning the [REDACTED] over-all relationship. 25X1C4c

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 27 June 1952

1. Attended a Project Review Committee Meeting. The principal issue was whether to give OPC a blank check to continue all previously approved projects according to the current rate of expenditure. I objected because no dollars and cents were asked for and was not willing to give OPC such a blank check. However, in order that they might have funds to operate on beginning 1 July, I agreed to go along with the recommendation to the Director to allow them to have not to exceed [REDACTED] during the First Quarter with the distinct understanding that my indorsement did not constitute substantive approval of the projects, and, further, that no capital expenditures, except those previously approved for [REDACTED] would be made without presentation to the Project Review Committee. Mr. Wisner and I are to present this to the Director together.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 26 June 1952

3. Attended a meeting with a large number of DD/P people on the proposed reorganization of the clandestine services, i.e., merger or no merger. General Smith presided. It was a long meeting at which General Smith emphatically advised everybody that he commanded all field organizations and that DD/P, as well as other people in Washington, were merely staff officers acting in his name. He directed that henceforth all messages would go out signed "Smith", regardless of who wrote them. His tentative decision was to group administrative support, communications, covert training, and TSS under one head under the DD/P. General Smith's ideas were so far from those proposed in the paper presented by DD/P that he agreed to rewrite the basic principles. The next morning, prior to his having done this, I submitted to him a memorandum suggesting that DD/A be redesignated Deputy Director for Administration and Logistics, that most of the DD/P support functions be transferred to DD/A&L, that DD/A&L be recognized as the Director's G-1 and G-4 staff element, and that communications to and from field commanders in the name of the Director be authorized.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 25 June 1952

1. Attended Project Review Committee Meeting on [REDACTED] The recommendation was, in substance, that we give [REDACTED] enough money to operate for approximately two months during which time policy questions and the over-all [REDACTED] relationship would be reduced to a Memorandum of Understanding, etc.

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25X1C4c

25X1C4c

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 24 June 1952

25X1A9a 2. Spent an hour and a half with [REDACTED] discussing the [REDACTED] relationship. I was pleasantly surprised at the outcome of the meeting and believe that we have no major differences of opinion. It was agreed that, written in different language, we thought we could draft a Memorandum of Understanding which incorporated all of the principles both sides felt to be necessary. This will be undertaken.

25X1C4c

25X1C4c

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 23 June 1952

25X1A9a

25X1A9a 5. Met with Messrs. [REDACTED] of IO and Messrs. Saunders, Houston, [REDACTED] regarding the [REDACTED] budget and agreement proposed by Mr. 25X1A2g
25X1A9a [REDACTED] It was the unanimous opinion of the group that:

- a. Sufficient information had not been presented so far which would enable one to make an analysis of the budget so as to determine whether the amounts requested were proper;
- b. The statement of principles proposed by Mr. [REDACTED] is sound and the Agency should insist upon at least an understanding of adherence to these principles;
- c. In all probability, in the absence of further information and unless the principles could be agreed to, it would seem that the outcome of a meeting of the Project Review Committee, insofar as DD/A is concerned, would be to give [REDACTED] enough money to continue operating for not to exceed one quarter at the present rate of expense with the understanding that complete information would have to be submitted before additional funds were allocated and that we must agree on a set of principles substantially as those outlined in Mr. [REDACTED] paper.

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25X1C4c

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25X1A9a Mr. [REDACTED] and I will meet with [REDACTED] tomorrow to pursue this matter.

25X1C4c

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 19 June 1952

4. Mr. Wair instructed me to arrange a meeting with [REDACTED] Vice-President in Charge of Administration, [REDACTED] at 2:30 p.m. on Tuesday to discuss the [REDACTED] budget. I will arrange to be thoroughly briefed by [REDACTED] prior to this meeting. Mr. [REDACTED] should be at the meeting with [REDACTED] as well as any others that we feel necessary.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 14 March 1952

25X1A9a

2. Spent an hour and a half with [REDACTED] going over Regulation No. 70. It should be ready for presentation to the Director in about a week if we can resolve one basic problem with DD/P. That is, they want to put a detailed organization under both AD/PC and AD/SO, whereas my contention is that this is in contradiction with the Director's memo ordering the merger and Mr. Wisner's memo making Area Divisions responsible to him and setting up AD/SO and AD/PC as staff positions.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 22 January 1952

25X1A9a 1. Stuart Hedden was in to say that he was going to recommend to the Director that [REDACTED] be appointed as an individual who would review all proprietary projects to insure that they were set up on a sound business basis and that he had 25X1A9a in mind that Mr. [REDACTED] should have absolute veto power over any case officer who wanted to submit a project which was not so considered. I told Mr. Hedden that I was entirely sympathetic with what he was trying to accomplish, i.e., to insure that all proprietary and other projects in which business is involved will be set up along sound business principles, but that I thought we would run into some snags if DD/A placed such an officer within DD/P's shop with veto power over DD/P personnel, and further, that it was my understanding that this was the responsibility of the Covert Coordination Committee. He indicated that he was not impressed with what the Covert Coordination Committee had done to date and that he thought he would go ahead 25X1A9a and make his recommendation. I talked with [REDACTED] about this and John feels strongly that no decision in this matter should be made without thorough consultation with the Covert Coordination Committee, to which I agree.

25X1A6a

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 8 January 1952

25X1A9a

2. [REDACTED] and I listened to OSO division chiefs and administrative officers for approximately two hours during which they expressed their dissatisfaction concerning administrative support which they have received during the past years. There were a number of complaints which John is looking into. Mr. Kirkpatrick summarized by saying that in his opinion the specific actions which should be taken were as follows:

- a. Provide clerical personnel to eliminate the critical shortage which now exists.
- b. Provide communications and technical equipment, some of which has not yet been developed.
- c. Correct Personnel's present thinking on classification and the present disparity which exists between OPC and OSO jobs of comparable responsibility. (Kirk strongly believes that an individual should carry his grade "on his back" without regard to whether the particular position which he occupies at a specific time calls for that specific grade.)
- d. SO should have its own pool of employees who are not fully cleared in order that they can guide their activities so as to be consistent with their future assignments. For example, he states that one employee who was destined to go

25X1C4a

25X1A9a

[REDACTED] replied at some length to the various points raised. The strongest point which he made was that most of these problems could have been settled long ago if OSO had brought them to his attention. He and I both emphasized that the DD/A's concept was to serve the operating offices and that if the Director or other competent authority had decided that a given project or program was to be undertaken it was their responsibility to figure out what they needed in order to successfully carry out such a program or project and that we considered it our responsibility to either supply the need or give them a reasonable explanation as to why it could not be supplied. They were encouraged to telephone John or me at any time when they made a request of one of our offices and failed to receive either compliance or a reasonably satisfactory explanation as to why compliance was impossible. There were many other details discussed which, I am sure, John will straighten out in a minimum of time.

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Excerpt from Diary Notes of ADD/A (Colonel L. K. White) -- 2 January 1952

- a. The Director has now personally prepared a paper as to how the administrative setup is to operate; Mr. Wisner and Mr. Dulles are now discussing this. We will continue to operate as is until this matter is resolved.

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